

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
Lesya Ukrainka Volyn National University
Faculty of International Relations
Department of International Economic Relations and Project Management

SYLLABUS
of normative educational component
«Management and marketing in international business»

Higher education level Bachelor

Speciality 292 «International Economic Relations»

Educational and professional program: «International Business»

The syllabus of educational component «Management and marketing in international business» of the training of bachelors in the field of study 29 «International Relations», speciality 292 «International Economic Relations», within the educational and professional program «International Business».

Developer: Kytsyuk I. V., PhD in Economic Sciences, Associate Professor, Associate Professor of the Department of International Economic Relations and Project Management.

APPROVED

Guarantor of the educational and professional program



(A. O. Boiar)

The syllabus of educational component is approved at the meeting of the International Economic Relations and Project Management Department

Protocol No. 1 of August 30, 2022.

Head of the Department



A. O. Boiar

1. DESCRIPTION OF THE EDUCATIONAL COMPONENT

Name of indicators	Field of study, speciality, educational and professional program, higher education level	Characteristics of the educational component
Full-time study	29 International Relations 292 International Economic Relations International Business Bachelor	Normative
The number of hours / credits 180 /6		Year of study – 3d, 4th
		Semester – 6th, 7th
Individual task: yes		Lectures – 48h. (40/8)
		Seminars – 38h. (28/10)
		Independent work – 82 h.
		Consultations – 12 h.
		Form of control: Credit (6th semester), Exam (7th semester)
Language of study: English		

II. INFORMATION ABOUT THE TEACHER

Full name Iryna Kytsyuk
Academic Degree PhD in Economic Sciences
Academic status Associate Professor
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Days <http://94.130.69.82/cgi-bin/timetable.cgi?n=700>

III. DESCRIPTION OF THE EDUCATIONAL COMPONENT

1. Summary.

During the course «Management and Marketing in International Business», students master the following topics: the essence and tasks of international management; stages of strategic management and features of enterprise strategy formation; analysis of the internal and external environment of the enterprise to make effective management decisions; development and selection of strategic alternatives; the balanced scorecard model as an effective strategic management technology; international management in the focus of the challenges of the new economy; management challenges for sustainable development; perspectives of management in the era of digital technologies; problems and prospects of management during the COVID-19 pandemic; management challenges during wartime; content and tasks of marketing in international business; marketing environment in international business; segmentation and selection of the foreign target market; models of enterprise entering foreign markets; sales policy in the marketing system in international business; international marketing

communications; price policy in the marketing system in international business; management of international marketing activities of the enterprise; peculiarities of implementation of the principles of international marketing in international business in Ukraine; fundamental trends that shape marketing; the latest approaches to marketing in the digital economy; marketing tactics in the digital economy.

The course program has a problem-theoretical character and is designed to give the student basic data on the main aspects and trends in the practice of development of management and marketing activities of enterprises, taking into account the specifics of the international market environment.

After mastering the educational component «Management and Marketing in International Business», students will acquire certain competencies:

To know: the essence and tasks of international management, the main stages of strategic management and the features of the formation of an enterprise strategy, the methods and techniques of analysis that are necessary for the development, selection and implementation of strategic alternatives, approaches to the development and adoption of management decisions in conditions of uncertainty and risk, the main trends regarding the development of international management; content and objectives of marketing in international business; the concept of marketing environment in international business; segmentation and features of choosing a foreign target market; models of enterprise entry into foreign markets; commodity policy in foreign markets; sales policy in the marketing system in the field of international business; features of international marketing communications; pricing policy in the marketing system in the field of international business; specificity of management of international marketing activities of the enterprise; features of the implementation of the principles of international marketing by Ukrainian enterprises engaged in foreign economic activity; fundamental trends that shape marketing in the field of international business; the latest approaches to marketing in the digital economy; tactics of marketing in the digital economy.

To be able to: scientifically correctly apply research methods in the field of international business; independently analyze and interpret information about real events in the field of the international business environment; to understand the development trends of management and marketing in the field of international business and determine the fundamental trends that shape them; competently carry out the process of selection and implementation of strategic alternatives, make effective management decisions in conditions of uncertainty and risk.

2. Prerequisites: knowledge of the basics of international economic relations and international business.

3. The purpose and tasks of the educational component.

The general goal of the educational component "Management and Marketing in International Business" is to study key terms, concepts, goals, methods, tools, classification and essential features of processes that constitute the basic principles of management and marketing activities in international business as well as studying the development of international management and marketing in the context of the challenges of the new economy.

4. Learning outcomes (competencies).

Special (professional) competencies:

PC2. Ability to use basic categories and the latest theories, concepts, technologies and methods in the field of international economic relations, taking into account their basic forms, to apply theoretical knowledge about the functioning and development of international economic relations.

PC3. Ability to identify features of the functioning of the environment of international economic relations and models of economic development.

PC4. Ability to substantiate the peculiarities of the implementation of forms of international economic relations at the mega-, macro-, meso- and micro-levels.

PC5. Ability to carry out comprehensive analysis and monitoring of world market conditions, assess changes in the international environment and be able to adapt to them.

PC6. Ability to analyze international markets for goods and services, tools and principles of international trade regulation.

PC8. Ability to determine the functional features, nature, level and degree of interrelations between the subjects of international economic relations of different levels and to establish communications between them.

PC10. Ability to justify the feasibility of applying legal, economic and diplomatic methods (means) to resolve conflict situations at the international level.

PC16. The ability to constantly improve the theoretical level of knowledge, generate and effectively use them in practice. Additional professional competencies for the bachelor according to the educational and professional program.

PC17. Ability to analyze the features of international business taking into account the requirements and rules of taxation, standardization and certification in Ukraine and foreign countries; analyze enterprise management processes in compliance with the principles of corporate ethics and social responsibility, optimize economic processes at the enterprise, analyze and summarize the results of operating, accounting and investment activities of the firm, develop measures to improve its efficiency.

PC18. Ability to analyze the structure and features of the international marketing policy of the enterprise, to understand and implement various forms of international marketing, methods of entering foreign markets for goods and services; understand and use the institutional and information tools and management methods of a modern international company, including financial, HR, operational, logistics and other types of management.

PC19. Ability to understand and analyze the organizational principles of building international companies, assess the international competitiveness of the firm, search, critically evaluate and process information from various sources in the field of international business; generate conclusions, recommendations and proposals, new original ideas for (re) organization of business, planning and modeling of business processes and strategic (including anti-crisis) management.

General competencies:

GC 1. Ability to exercise their rights and responsibilities as a member of society, to realize the values of civil (free democratic) society and the need for its

sustainable development, the rule of law, human and civil rights and freedoms in Ukraine;

GC 3. Ability to study and be modernly trained.

GC 4. Ability to plan and manage time.

GC 6. Ability to communicate in foreign languages.

GC 7. Skills in the use of information and communication technologies.

GC 8. Ability to abstract thinking, analysis and synthesis.

GC 10. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge / types of economic activity).

GC 12. Knowledge and understanding of the subject area and understanding of professional activity.

5. The structure of the educational component.

Names of content modules and topics	Total	Lec.	Pr.	Ind.	Cons.	Control form*/ Points
Content Module 1. The essence, basic concepts and tasks of management in international business						
Topic 1. The essence and task of international management. Stages of strategic management and features of enterprise strategy formation.	10,5	4	2	4	0,5	DS/2,5
Topic 2. Analysis of the internal and external environment of the enterprise for making effective management decisions.	10,5	4	2	4	0,5	P/2,5
Topic 3. Development and selection of strategic alternatives. The balanced scorecard model as an effective strategic management technology.	10,5	4	2	4	0,5	DS/2,5
Topic 4. International management in the focus of the challenges of the new economy.	8,5	2	2	4	0,5	DS/2,5
Topic 5. Management challenges for sustainable development.	10,5	4	2	4	0,5	DS/2,5

Topic 6. Prospects of management in the age of digital technologies.	8,5	2	2	4	0,5	DS/2,5
Topic 7. Problems and prospects of management during the COVID-19 pandemic.	6,5	2	2	2	0,5	DS/2,5
Topic 8. Problems and prospects of management in the conditions of war.	8,5	4	2	2	0,5	DS/2,5
Total for Content Module 1	74	26	16	28	4	20
Content Module 2. General characteristics of marketing in international business. Concepts and types of international marketing environment						
Topic 9. Content and tasks of marketing in international business.	7,5	2	2	3	0,5	DS/2,5
Topic 10. Marketing environment in international business.	13,5	4	4	5	0,5	DS/5
Topic 11. Segmentation and selection of the foreign target market.	13,5	4	4	5	0,5	DS/5
Topic 12. Models of enterprise exit to foreign markets.	10,5	4	2	4	0,5	DS/2,5
Total for Content Module 2.	45	14	12	17	2	15
Types of final works:						
INDS						25
Control Work						40
Total hours/Points	119	40	28	45	6	100
Content Module 3. Features of marketing management in the field of international business						
Topic 13. Commodity policy in foreign markets.	7,5	1	1	5	0,5	DS/1
Topic 14. Price policy in the marketing system in international business.	7	1	0,5	5	0,5	DS/1
Topic 15. Sales policy in the marketing system in international business.	7	1	0,5	5	0,5	DS/1
Topic 16. International marketing communications.	6,5	1	2	3	0,5	DS/2
Topic 17. Management of international marketing activities of the enterprise.	6,5	1	1	4	0,5	DS/2,5
Topic 18. Peculiarities of implementing the	6,5	1	1	4	0,5	DS/2,5

principles of international marketing in international business in Ukraine.						
Topic 19. Fundamental trends that shape marketing.	7	1	2	3	1	DS/2
Topic 20. Newest approaches to marketing in the digital economy.	6,5	0,5	1	4	1	DS/1,5
Topic 21. Marketing tactics in the digital economy.	6,5	0,5	1	4	1	DS/1,5
Total for Content Module 3	61	8	10	37	6	15
Types of final works:						
INDS						25
Module Control Work (final test)						FT/60
or Exam in 7 th semester						60
Total hours/Points	180	48	38	82	12	100

Control methods*: DS – discussion, DB – debate, T – tests, TR – training, RZ / K – solving problems / cases, INDS / IRS – individual task / individual work of the applicant for education, RMG – work in small groups, MKR / KR – modular test paper / test, P – abstract, as well as analytical note, analytical essay, analysis of the work, etc.

6. INDS (in 6th semester).

FORMATION OF THE STRATEGIC VISION AND ANALYSIS OF THE COMPANY:

Based on the use of the seven «S» model, analyze the internal environment of your chosen enterprise, formulate your own conclusions and proposals.

¹Note. Enterprises chosen by students for analysis should not be repeated.

INDS (in 7th semester).

FORMATION OF ANALYTICAL AND CRITICAL THINKING AND ANALYSIS OF THE MARKETING STRATEGY OF THE ENTERPRISE:

Choose enterprises that carry out their commercial and production activities in one market segment, conduct a comparative analysis of their marketing strategies, formulate your own conclusions and proposals.

¹Note. Enterprises chosen by students for analysis should not be repeated.

IV. ASSESSMENT POLICY

Attending seminars is a mandatory component of the assessment, for which points are awarded. Missed seminars can be worked out as an individual assignments if there is a reasonable excuse for the missing class. Students who miss seminars without a weighty reason get lower points.

Also, the student has the right to the recognition of learning outcomes obtained in formal, non-formal and/or informal education (<https://cutt.ly/9wPgvTK1>).

Students must adhere to the principles of academic integrity.

All forms of cheating – on the credit, homework, assignments, control work – are unacceptable.

Also, one of the greatest violations of the standards of academic life is plagiarism.

V. FINAL CONTROL

For each topic of the content module, that are discussed/presented at the seminars the student can get some points as it is given in the table above. The total maximum points for answers at the seminar are 60. It is obligatory to write a control work after studying all of the content modules. The total maximum points for control work are 40. And the total points the student can get for current control is 100.

The student has to pass the *credit* (only during the liquidation of academic debt) only in that case, if he/she got less than 60 points during the study or if he/she is not satisfied with his mark. In that case, we do not take into account the points the student got for current control.

The total amount of points for the course is 100. The final mark is presented according to the evaluation scale (see the table below).

In case of *exam* the maximum number of points for studying the course is also 100, including:

- up to 40 points for participation in discussions (seminars);
- up to 60 points for the final test (exam).

A student who scores more than 75 points before the exam can agree to credit these points as the final grade for the course (without passing the exam). Students who score less than 75 points or want to improve their final grade for the course take the exam at the time specified in the schedule of the test and examination session. The exam is conducted in the form of electronic testing using the same database of questions as the final test. The required minimum for successful completion of the course is 60 points (see the Regulations on the current and final assessment of knowledge at Lesya Ukrainka VNU – https://vnu.edu.ua/sites/default/files/2023-09/2023_Polozh_pro_otzin.pdf).

Questions for credit:

1. The essence and tasks of international management.
2. Main functions and structure of international management.
3. International companies as subjects of international business.
4. Concept of enterprise strategy.
5. Concept of mission, priority, value.
6. Formation of enterprise strategy and strategic choice.
7. Strategy implementation, strategic control.
8. The essence of strategic internal analysis.

9. Resource-oriented approach to diagnosing the internal environment of the enterprise.
10. Strategic analysis of the company's assets.
11. Analysis of key competencies and construction of the SNW matrix.
12. Analysis of the macro environment of the enterprise.
13. Industry market analysis.
14. Technologies for analyzing the macro environment of the enterprise.
15. Alternativeness in strategic choice.
16. Processes of identification and development of strategic alternatives.
17. Balanced Scorecard (BSC) as a strategic management model.
18. Development of a balanced system of indicators at the enterprise.
19. Implementation of a balanced system of indicators.
20. Management of organizational changes.
21. Problems of development of the innovative component of business systems in the strategic dimension.
22. Management of innovations.
23. The doctrine of sustainable development and the horizon of forecasting.
24. Actual problems of environmental management.
25. Characteristics of the process of implementation of management functions in the digital era.
26. Problems and perspectives of management during the global pandemic of COVID-19.
27. Development and adoption of management decisions in conditions of uncertainty and risk.
28. Problems and prospects of management in war conditions.
29. Concept, object and subject of marketing in international business.
30. Purpose, goals and objectives of marketing in international business.
31. Principles and functions of marketing in international business.
32. Common features and differences of domestic and international marketing.
33. Concepts and types of marketing environment in the field of international business: concepts and types of international business environment; factors of the macro environment of international marketing; microenvironmental factors of international marketing. Economic environment of international marketing.
34. Political-legal and socio-cultural environment of international marketing.
35. Marketing in an intercultural environment. Intercultural environment.
36. Classification of national business cultures.
37. Cultural barriers in the international environment.
38. Cultural symbols.
39. Language barrier.
40. Styles of conducting international negotiations.
41. Analysis of the international marketing environment.
42. International marketing research: essence and features of international marketing research; typology of international marketing research; the procedure for

conducting marketing research in international business; information provision of international marketing research.

43. International competition. The concept and specifics of international competition.

44. Evaluation of the international competitive environment.

45. Analysis of the internal competitive potential of the enterprise and determination of competitive advantages.

46. Areas of competitive advantages of the enterprise.

47. Assets that create an international competitive advantage for the company.

48. Sources of the company's competitive advantages in foreign markets.

49. The mechanism of creating and maintaining competitive advantages in a global competitive environment.

50. Determination of geographic concentration of international activity.

51. Concept and procedure of international market segmentation.

52. Criteria for international market segmentation.

53. Marketing strategies for covering foreign market segments.

54. Marketing positioning strategies.

55. The process of enterprises entering foreign markets.

56. The process of internationalization of the enterprise.

57. Concept and classification of models of entering the foreign market.

58. Model of "stages" (Uppsala school).

59. Model of analysis of transaction costs.

60. Analysis of business networks.

61. Motives of enterprises entering foreign markets.

62. Export strategies in international marketing activities.

63. Contract and investment strategies of international activity.

64. Investment strategies for developing foreign markets.

65. Integration as a form of entering foreign markets.

Questions for exam:

1. Product policy in international marketing.

2. Concept of international marketing complex and approaches to its development.

3. Concepts and components of international commodity policy.

4. International marketing product strategies.

5. Assortment policy in international marketing.

6. Product quality management in international activities.

7. Product life cycle management in international marketing.

8. International marketing sales and distribution policy.

9. Concept and specifics of international sales and distribution policy.

10. Sales methods in international marketing activities.

11. Distribution channels in international activities.

12. Forms of international distribution of products.

13. Trade and mediation activities in international marketing.

14. Types of intermediaries in foreign markets and features of cooperation with them.
15. Management of international distribution channels.
16. International marketing communication policy.
17. Concept of international marketing communication policy.
18. Complex of integrated marketing communications in international marketing.
19. International communication process.
20. Public relations in international marketing.
21. Advertising in international communication policy.
22. Sales promotion as an important element of international communication policy.
23. Personal selling in international marketing.
24. International marketing price policy.
25. Concept of international marketing price policy.
26. Types of prices in international marketing.
27. Methodology of pricing in international marketing.
28. Pricing methods and their types.
29. International marketing price strategies and technologies for their implementation.
30. Technologies of management, planning, organization and control in international marketing.
31. Structuring the process of managing marketing activities in the foreign market.
32. Concepts and types of planning of international marketing activities.
33. Organizational structures of international marketing activities of enterprises.
34. Control of international marketing.
35. Principles of effective implementation of plans in international marketing.
36. International marketing strategy.
37. Concept of international marketing strategy.
38. Elements of the international marketing strategy of the enterprise.
39. Relationship between phases of development (complication) of international marketing and levels of application of international marketing strategy.
40. The mechanism of formation of the international marketing strategy of the enterprise.
41. Analytical basis for developing an international marketing strategy.
42. The concept and characteristics of the stages of formation of an international marketing strategy.
43. Fundamental trends that shape marketing.
44. International marketing as a result of internationalization of enterprises.
45. Modern trends in the development of international marketing.
46. Transfer of power to client communities.
47. Paradoxes of marketing in customer communities.
48. Influential digital subcultures.

49. Marketing 4.0 in the digital economy.
50. Marketing 5.0: technology for humanism.
51. The new way of the buyer.
52. Marketing performance indicators.
53. Archetypes and industry best practices.
54. Content marketing for brand awareness.
55. Omnichannel Marketing for Brand Loyalty.
56. Engagement marketing to connect the customer with the brand.

VI. RATING SCALE For credit

Score in points	Linguistic assessment
90–100	Pass
82–89	
75–81	
67–74	
60–66	
1–59	Fail (with an opportunity to retake it later)

For Exam

Score	Linguistic assessment	Evaluation on the ECTS scale	
		Point	Explanation
90 – 100	Excellent	A	excellent job
82 – 89	Very Good	B	above average level
75 - 81	Good	C	overall good job
67 -74	Satisfactory	D	not bad
60 - 66	Enough	E	execution meets minimum criteria
1 – 59	Unsatisfactory	Fx	a retake of the exam is required

VII. RECOMMENDED LITERATURE AND INTERNET RESOURCES

1. Каніщенко, О. Л. Міжнародний маркетинг : підручник / О.Л. Каніщенко ; Міністерство освіти і науки України, Київський національний університет імені Тараса Шевченка. - Київ : ВПЦ «Київський університет», 2016. 480 с.
2. Кицюк І. В. Європейський Союз : навч. посіб. / [А. О. Бояр (кер. авт. кол.), Н. П. Карпчук, Н. І. Романюк та ін.] ; за ред. А. О. Бояра, С. В. Федонюка. Київ : ФОП Маслаков, 2020. 600 с. – С. 134–147.

3. Кицюк І. В. Корпоративна соціальна відповідальність та конкурентні переваги бізнесу в глобальному економічному середовищі / І. Кицюк // Науково-виробничий журнал «Держава та регіони». Серія: Економіка та підприємництво. – № 2 (113). – Класичний приватний університет, 2020. – С. 15–20.
4. Князева, Т. В. Міжнародний маркетинг : навчальний посібник / Т.В. Князева, Ю.П. Колбушкін, С.В. Петровська, С.Ф. Смерічевський, В.Л. Сібрук ; Міністерство освіти і науки України, Національний авіаційний університет. Київ : НАУ, 2019. 162 с.
5. Котлер Ф. Маркетинг 4.0. Від традиційного до цифрового / Філіп Котлер, Гермаван Катарджая, Іван Сетьяван ; пер. з англ. К.Куницької та О. Замаєвої. – 2-ге вид. виправл. – К. : Вид. група КМ-БУКС. 2021. 224 с.
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7. Македон В.В. Міжнародний менеджмент. Підручник / В.В. Македон. – Дн-ськ: Дніпропетровський університет імені Альфреда Нобеля, 2013. 616 с.
8. Мальська М. П. Міжнародна маркетингова діяльність: теорія та практика [текст] підручник // М. П. Мальська, І. С. Пруська – Київ.: «Центр учбової літератури», 2020. 288 с.
9. Міжнародний маркетинг: Навч. посібнк / За ред. Ю. Г. Козака, С. Смичка, І. Л. Літовченко. – Київ: «Центр учбової літератури», 2014. 294 с.
10. Міжнародний маркетинг : підручник / за заг. ред. А.А. Мазаракі, Т.М. Мельник. – Київ : Київ. нац. торг.-екон. ун-т, 2018. – 448 с.
Шталь Т. В. Міжнародний маркетинг [Електронний ресурс] : навчальний посібник / Т. В. Шталь, І. Е. Астахова, В. О. Козуб. – Харків : ХНЕУ ім. С. Кузнеця, 2019. 275 с.
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12. Пітер Ф. Друкер. Виклики для менеджменту ХХІ століття / Пер. Т. Літенська. КМ-Букс, 2020.
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18. Christopher M. and eds. Relationship Marketing: Creating Stakeholder Value. Oxford, UK: Butterworth-Heinemann, 2002. 264 p.
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21. Deresky H. International Management: Managing across Borders and Cultures: Text and Cases (8 ed). Pearson, 2014/
22. Keegan Warren Global Marketing Management, Pearson International Edition, 7th Edition. Pearson Education, 2012. 660 p.
23. Kytsyuk I. Development of Corporate Governance in Ukraine: Legislation and Practices / Iryna Kytsyuk // Corporate Governance in Central Europe and Russia: Framework, Dynamics, and Case Studies from Practice. CSR, Sustainability, Ethics&Governance / ed. by M. Aluchna et al. Springer Nature Switzerland AG 2020. 285 p. – pp. 219–240 (1,25 д.а.). ISBN 978-3-030-39503-2, ISBN 978-3-030-39504-9 (eBook), <https://doi.org/10.1007/978-3-030-39504-9>.
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25. Kytsyuk, I. V. (2016). “Development of Corporate Social Responsibility: EU Experience and Ukrainian Reality”, Modern Transformation of Economics and Management in the Era of Globalization, Proceedings of the International Scientific-Practical Conference, Klaipeda, Lithuania, January 29, 2016, pp. 16–19.
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